



Department of
Motor Vehicles

New York



Transforming the DMV

Strategic Plan

2021

Contents

01

Letter from
Commissioner: 3

02

Our Role: 4

03

Embracing
Change: 6

04

Moving Forward: 8

Focus on the Customers'
Perspective

Provide Flexible and
Responsive Service Options

Empower and Engage
Our Workforce

Change How We Operate

Build Sustainable Technology

05

Making It Happen –
Action Plan for
2021/2022: 16

06

Monitoring for
Success: 19

07

Conclusion: 21

01

Letter from Commissioner



In the two-plus years that I have been fortunate enough to be your commissioner, we have certainly been faced with enormous challenges. Despite a once-in-a-lifetime global pandemic and an unprecedented demand for our services, you have gone above and beyond to serve your fellow New Yorkers with pride and integrity.

This outstanding work is nothing new – from the early days as part of the State Tax Commission a century ago, to its establishment as a separate department in 1961, DMV has a long history of meeting our customers' needs while keeping our roads safe.

But we can't afford to stand pat. With technology advancing at a rapid pace, customers expect our services to be faster, user-friendly, and available at their fingertips. That's why, when charting the course for DMV's future, the most important voice we listened to was yours – because no one understands the needs of our customers more than the employees who work with them every day.

The result is a new strategic plan for DMV, guided by a bold vision for the future:

“Shatter Perceptions of DMV by Providing Simplified, Effective, and Responsive Services.”

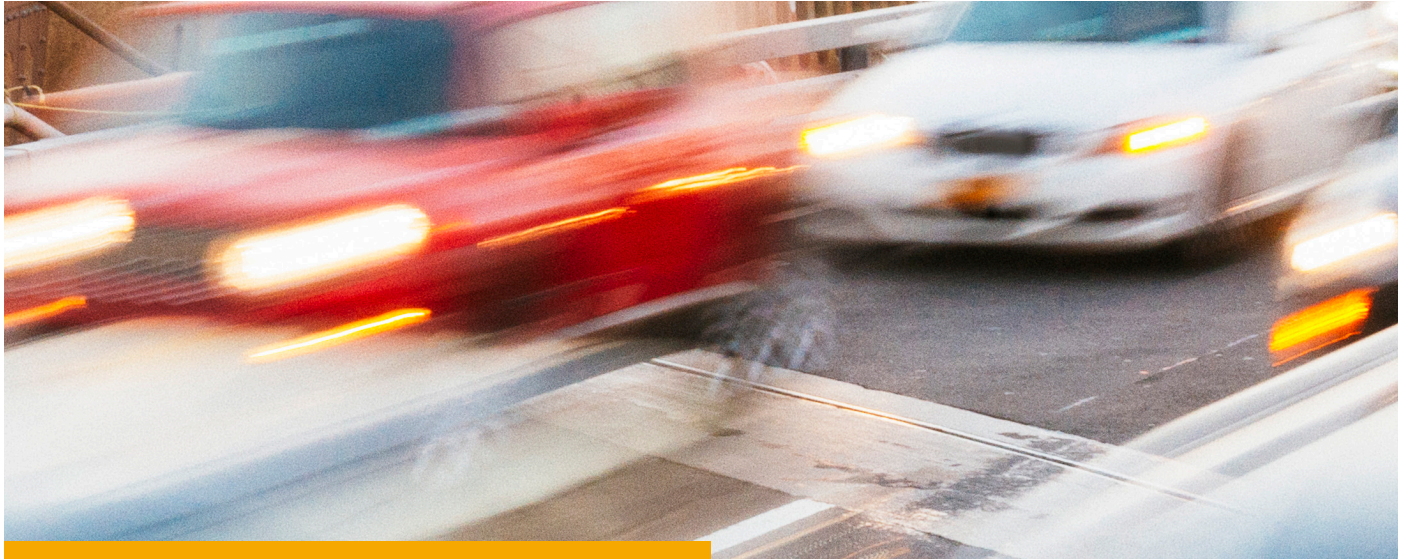
This employee-led plan will be our road map to building on the progress we have made and fulfilling our new vision.

Mark J.F. Schroeder
DMV Commissioner

02



Our Role



Our mission is to promote safety and protect New Yorkers by issuing secure identity documents, delivering essential motor vehicle and driver-related services, and administering motor vehicle laws.



Since 1961, the Department of Motor Vehicles (DMV) has prioritized the safety of New Yorkers through traffic safety initiatives, combatting identity fraud, and protecting consumers. Today, we serve over 15 million New Yorkers through more than 35 million customer interactions per year. For many, their first interaction with state government is through the DMV. We directly touch the lives of more New Yorkers than nearly any other state agency.

We are a multi-faceted organization focused on driver licensing and identification, vehicle titling and registration, driver safety and education, regulation, and compliance and enforcement. Since our inception, we have made significant improvements, and we continually seek innovative strategies to enhance our products and services.

New York DMV is bound by values that form the foundation of all our actions and decisions. We aim to adhere to them faithfully, without exception, regardless of the circumstances.

We commit to:

- Working with each other and our customers in an ethical and respectful manner
- Encouraging the open exchange of ideas and perspectives
- Appreciating and valuing individual and team contributions and conveying that appreciation
- Protecting the confidentiality and integrity of the information in our care

03



Embracing Change

Like the rest of the world, our experiences during the **COVID-19 pandemic have fundamentally changed who we are and how we do business. In March 2020, DMV offices were abruptly shut down for three months creating challenges in providing essential services to our community.**

Our employees demonstrated their commitment to serving fellow New Yorkers by stepping up to support the statewide COVID-19 response while others addressed customer needs and provided essential central office support.

When our issuing offices were able to re-open at limited capacity, DMV employees quickly pivoted to continue providing vital services by:

- Expanding hours—both issuing office and central office staff worked long hours on rotating shifts to support the continuation of operations

- Moving to a reservation-only model to prioritize transactions not able to be completed online while maintaining social distancing in DMV offices
- Implementing a robust work from home program to expand our ability to serve customers remotely
- Deploying creative policy changes such as a one-year vision test deferral, mail-in name amendment process, and issuing virtual pre-licensing course guidelines, to simplify the process for New Yorkers
- Implementing an online chatbot and utilizing artificial intelligence to address customer questions and direct them toward solutions
- Rapidly creating and piloting a digital intake process to expand online services and give customers more options to complete transactions
 - Accepting more than 100,000 online permit application submissions
 - Processing more than 16,000 online original registration transactions
 - Digitally accepting more than 3,800 sales tax only transactions

By raising the bar with our COVID-19 response, we have created an unprecedented opportunity to further transform and improve upon our progress. We will use this momentum to drive foundational change in the way DMV does business—from our internal operations to our interactions with customers.



04



Moving Forward

Our vision is to shatter perceptions of the DMV by providing simplified, effective, and responsive services.

This newly aligned vision is a significant shift in and a commitment to how DMV foresees its future operations. It will drive our transformation so that we stand ready to deploy creative and innovative solutions as we face challenges such as implementing complicated laws like the REAL ID Act and as new trends emerge like a mobile driver license.

To achieve this transformation, we will become a digital leader by investing in modernized services, empowering our employees, and simplifying our operations—resulting in an improved customer and employee experience, increased safety, and a lower cost to serve the people of New York.

Our experiences throughout 2020 and prior years have shown us that when we view our business through the lens of the people we serve—drivers, non-drivers, auto dealers, repair shops, inspection stations, courts and other government agencies, private service partners and others—we can better meet their needs and deliver exceptional service. We will **focus on the customers' perspective** to understand where they are, what they need and how they prefer to do business.

We will expand online, automated, and high-tech choices without eliminating current ways to complete transactions. We will deliver a digital DMV to our customers and employees through simplified and upgraded tools and systems while looking ahead at innovative technology solutions with the goal of **providing flexible and responsive service options** for all customers.

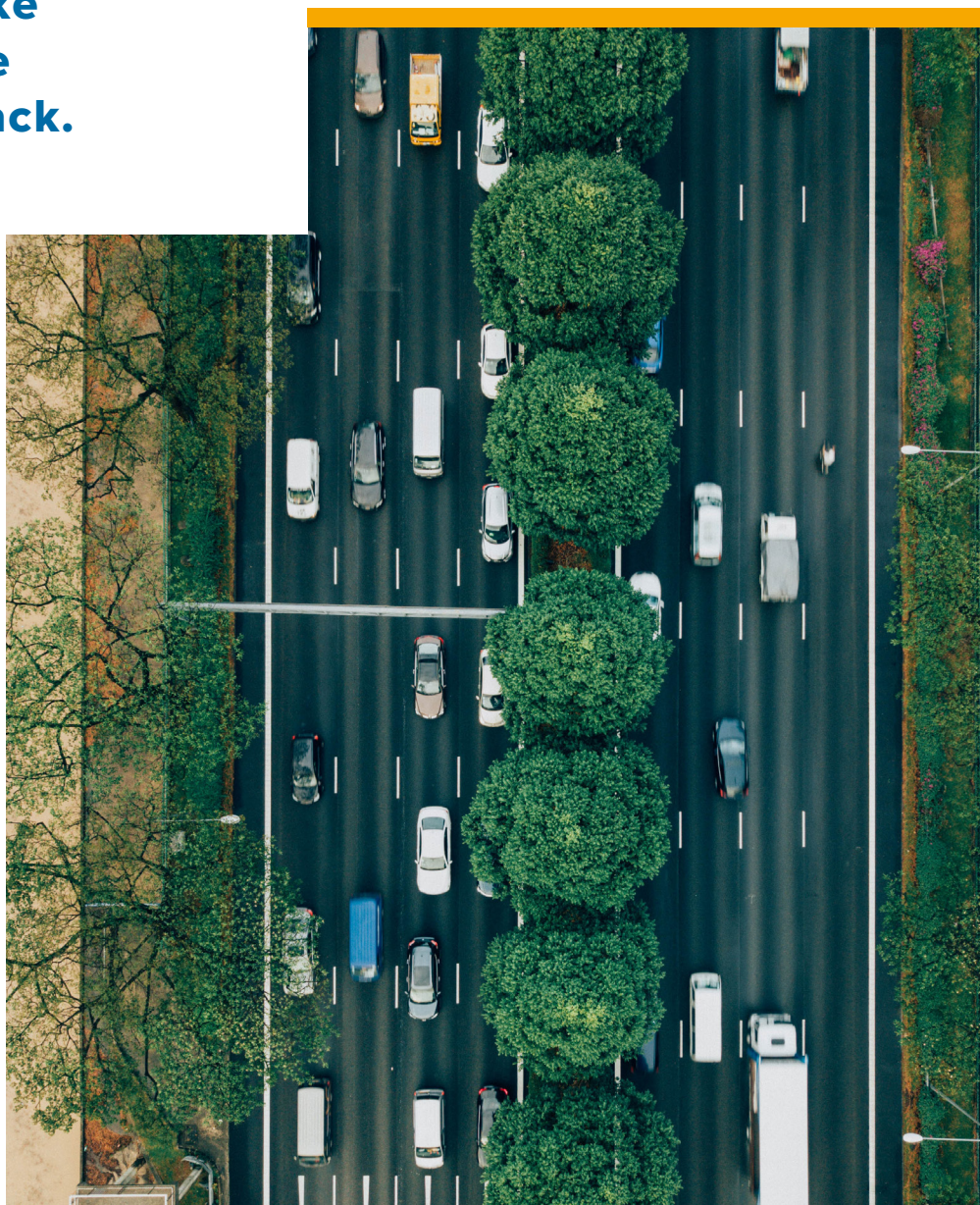


To effectively enhance the customer experience, our employees need to understand their role and how they are connected to providing our vision. We believe that connection comes from **empowering and engaging our workforce** to deliver excellent service. We will start by fostering a more positive work environment for our employees, ensuring that our staff are equipped with the right tools, training, and communication they need to act quickly and respond dynamically.

The foundation for transforming how we provide services will be in **changing how we operate** to achieve greater efficiency and work more effectively in a financially sound manner. We will look for opportunities to improve our internal processes, to reduce friction by streamlining and removing unnecessary steps and relying more on technology and less on paper. This will include ensuring that we are structured to deliver for our customers and to meet the increased demand for DMV services.

To achieve success with all of these goals, we will **build a sustainable digital foundation** that allows for more adaptability and longevity as our needs and technology change. We will replace obsolete systems with new technology designed to grow with us and enhance our ability to make smart, data-driven decisions. A stable technology infrastructure is the bedrock that will connect and support our transformation today and as we continue to evolve in the future.

To meet our future vision, DMV has set **five overarching goals** to guide the transformation effort. The strategies underlying each goal will serve as guardrails for our success – helping us prioritize efforts, make decisions, and ensure that we remain on track.



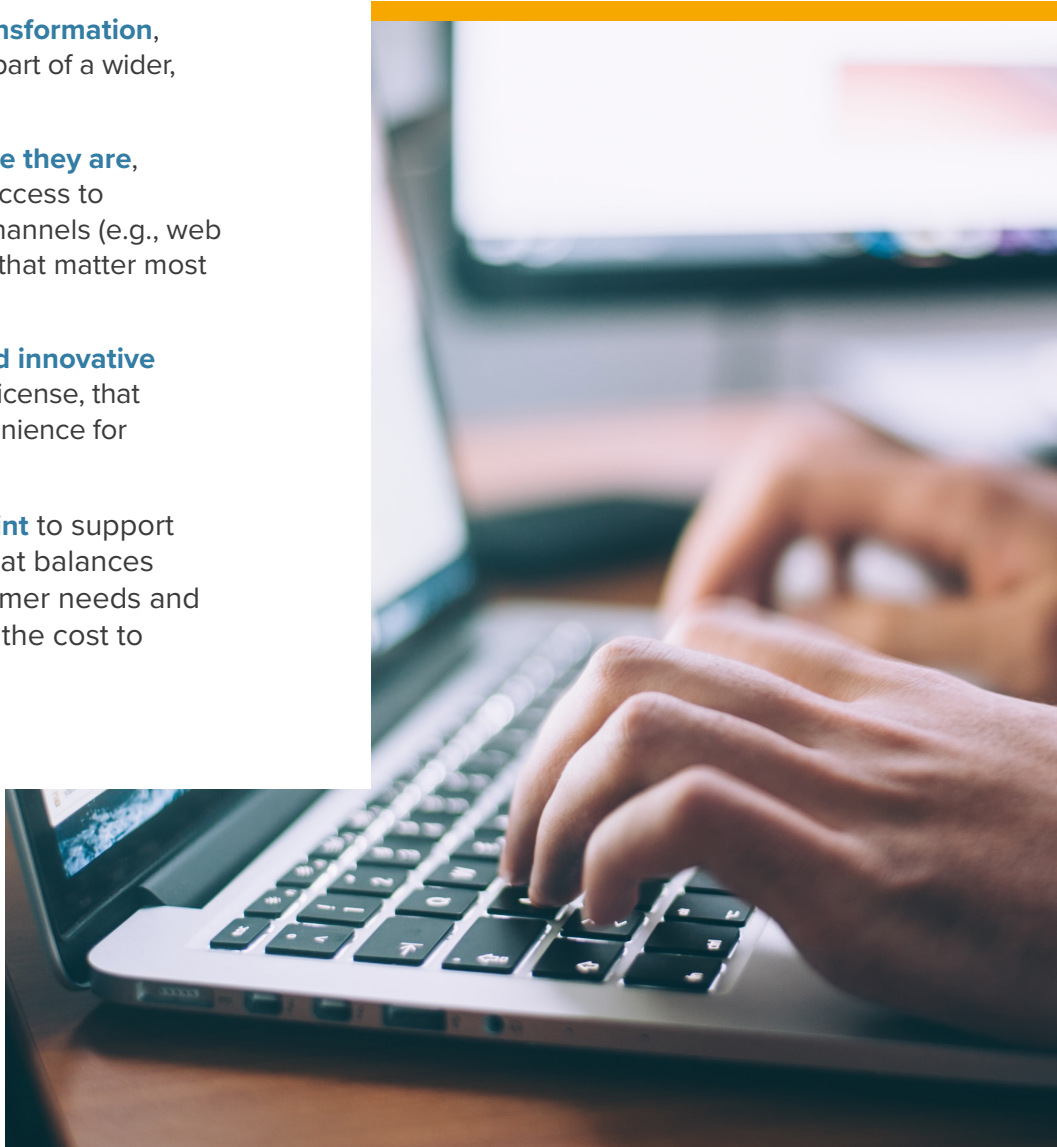
Focus on the Customers' Perspective

- We will **simplify our services**, making it easier for our customers to be successful by reducing confusing forms, instructions, and the number of steps required to complete a transaction. We will provide those services in a consistent way to all customers, whether online, phone, mail, or face-to-face.
- We will **improve our online presence** by making our website easy to navigate, enabling our customers to serve themselves by getting the answers they need. We will use direct and simple language so our customers can understand how to be successful without having to call or make a visit for more information.
- We will update and **enhance the in-office experience** by reducing or eliminating the need for customers to fill in forms and wait in line. We will make better use of tools and technology to minimize confusion and expedite services to help our customers quickly get what they need the first time.
- We will strive for a **single view of the customer** by consolidating all their information. We will enable employees to see customers' information in one place, allowing them to provide a personalized experience and proactively serve customers by flagging upcoming issues and expirations. We will extend this view to our customers to allow them to manage all of their interactions with DMV seamlessly.
- We will **continuously refine our services** and strive to meet best-in-class targets for responsiveness and satisfaction. We will track customer interactions and other qualitative and quantitative metrics to help us understand where we are successful as well as where we need to improve.



Provide Flexible and Responsive Service Options

- We will **accelerate our service transformation**, providing more services online as part of a wider, customer-focused service offering.
- We will **meet our customers where they are**, not where we are, by expanding access to information and services across channels (e.g., web and mobile, kiosks, partners, etc.) that matter most to our customers.
- We will focus on exploring **new and innovative products**, such as a mobile driver license, that improve safety, security, and convenience for New Yorkers.
- We will **optimize our retail footprint** to support a mixed digital/physical model that balances the importance of meeting customer needs and expectations while driving down the cost to deliver that service.



Empower and Engage Our Workforce

- We will **provide our people with a good environment to work in**, with modern tools and the technology needed to do their jobs. As we embrace new technologies and new ways of working, we will prioritize and invest in training our staff to deliver the changes.
- We will reinvigorate and **improve our learning and development programs** to enable our employees to be successful in their jobs. This will include adding and expanding mentoring and leadership opportunities.
- We will **encourage innovation and employee suggestions** for improving DMV, both internally and for our customers. We will evaluate and prioritize projects and communicate regularly across the organization at all levels.



Change How We Operate

- We will **organize ourselves around the customer** with clearly defined functions directly supporting our vision. We will align our resources to reduce complexity and simplify processes. We will ensure every employee and partner understands their responsibilities and how their work helps achieve our vision for a superior customer experience.
- We will develop a clear strategy for how we provide services to **ensure best value and consistency while saving costs**. We will focus on value for money but not at the expense of service quality.
- We will **improve business processes** by automating basic tasks and using technology to simplify operations where possible.
- We will move to electronic communications and **use paper only where necessary** to improve efficiency, reduce waste and alleviate the burden on both our staff and our customers.
- We will **use data to measure and improve our operational performance**. We will develop a service delivery management tool to magnify opportunities for success.
- We will **develop principles to guide decisions on where to invest our resources and time** to maximize the positive impact on customer and employee experience. We will clarify our reporting structure to improve our focus on top priorities, decision making, accountability, and outcomes.



Build Sustainable Technology

- We will **transform our IT infrastructure** to support the expansion of our online footprint and make sure our web-based services are easy-to-use. We will ensure the highest security for customer data and that our systems are fit for the digital age we live in.
- We will **lay the foundation for new technologies that will grow sustainably with the agency** and not just build on top of outdated legacy systems. We will be strong stewards of our investments ensuring that as we migrate to new technologies, we will retire obsolete systems.
- We will **invest in automation and digitization** to improve our internal business processes, increase efficiency, and help our employees become more productive. We will better use our data to make smarter decisions.

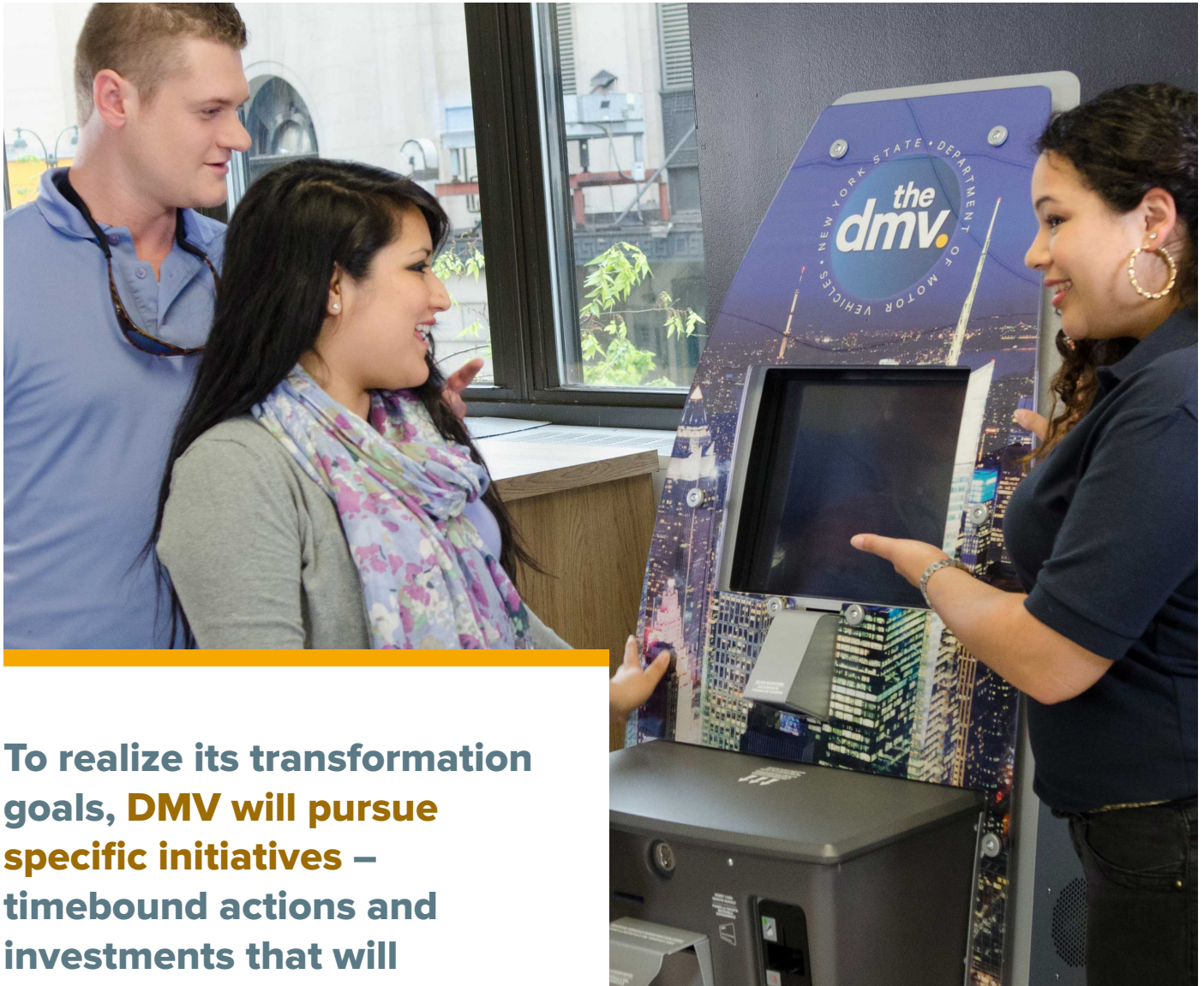


05



Making It Happen

Action Plan for 2021/2022



To realize its transformation goals, **DMV will pursue specific initiatives** – timebound actions and investments that will drive change across measurable outcomes. **These initiatives will be outlined in action plans that will provide regular updates on progress so far and describe planned activities for the upcoming term.**

In 2021/2022, we will be pursuing several initiatives across the transformation goals. These initiatives will achieve short-term, high impact targets and create the foundations for future transformation work.

The action plan will be detailed in a companion document and will help DMV break down the ambitious transformation goals into achievable steps that the entire organization can rally around.

Goal 1:

Focus on the Customers' Perspective

Understand and redesign the future of the customer experience

Improve website navigation and design

Develop an employee-facing solution to display all customer information in a single view

Goal 3:

Empower and Engage our Workforce

Increase employee retention

Improve employee onboarding and training

Improve employee engagement and internal communications

Goal 5:

Build Sustainable Technology

Build sustainable and secure next-gen technology

Goal 2:

Provide Flexible and Responsive Service Options

Expand and enhance online transactions and drive adoption

Expand DMV service availability through partners and other affiliates

Expand contact center service offering and resolution capabilities

Redesign the physical in-office experience

Goal 4:

Change How We Operate

Improve the DMV operating model to better align the services provided with organizational structure

Simplify and automate internal business processes

Develop a performance management program to better understand and guide operational performance

06



➤ Monitoring for Success

Achieving DMV's transformation goals will require consistent monitoring of defined metrics that span across each goal and tracking progress against targets. An improved governance structure will guide decisions and how investments are made. Reporting will be supported by robust, automated systems to ensure consistency and accountability.

Regular monitoring will enable DMV to track the impact of various activities at a granular level and alter course based on new information or deviations from expected outcomes.

Such data-driven decision making will ensure effective distribution of resources and enable the transformation's success.

Consistent measurement will be accompanied by regular updates to all DMV employees on transformation progress. Monitoring our success will also help DMV communicate the impact of the transformation to other New York state government stakeholders and the public. Such impact-oriented communication will demonstrate DMV's data-driven approach and contribute to achieving our vision to shatter existing perceptions.

Exhibit 1

Identify targets to track transformation success across goals

Goal	Targets
1. Provide a superior DMV experience by focusing on our customers' perspective	<ul style="list-style-type: none"> Establish customer satisfaction baseline and grow annually
2. Maximize flexible and responsive service options for customers	<ul style="list-style-type: none"> 90% of services available through digital or self-service channels 70% of customer transactions completed through digital or self-service channels
3. Empower and engage our employees to revitalize our culture	<ul style="list-style-type: none"> Baseline and increase employee satisfaction Decrease employee attrition to median benchmark for government organizations Increase median MVR tenure
4. Change how we operate to be more efficient and effective	<ul style="list-style-type: none"> Identify efficiencies to re-invest in strategic initiatives Reduce cost per transaction to \$8.03 Increase time spent on high value activities
5. Transform our technology to build a sustainable foundation for digital services	<ul style="list-style-type: none"> Cut the time to market and cost per enhancement in half

07



Conclusion

DMV has demonstrated its resilience and strength by facing up to the challenges wrought by the COVID-19 pandemic. The success of our work so far and vision for the DMV of the future is built on our employees' skill, creativity, and hard work.

This strategic plan envisions a digital-first and customer-centric DMV that shatters existing perceptions. This vision will be achieved through a range of initiatives centered on the customer's perspective, expanding the range of service options, empowering our employees, simplifying internal processes and organization, and building a sustainable technology architecture.

We will build on our current momentum and achieve a transformed DMV of the future that is ready to meet its customers wherever they are in the post-pandemic world.



NEW YORK
STATE OF
OPPORTUNITY.

**Department of
Motor Vehicles**

